

UNIVERSITY OF GREATER MANCHESTER

OFF-CAMPUS DIVISION

BSC (HONS) BUSINESS MANAGEMENT FINANCE

HO CHI MINH UNIVERSITY OF BANKING (HUB)

SEMESTER ONE EXAMINATION 2025/2026

STRATEGIC MANAGEMENT

MODULE NO: BMP6033

Date: Tuesday 6th January 2025

Time: 2 hours

INSTRUCTIONS TO CANDIDATES:

There are **FIVE (5)** questions. Each question is worth 25 marks.

Candidates must answer the question in Section A and **THREE (3)** questions from Section B.

Each question answered from Section B will count for 25% of the marks available.

Candidates should manage their time accordingly.

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SECTION A – Answer any ONE question from this section

Question 1

What is Strategy and what is NOT strategy? Explain the overall strategic management process using the AFI Framework with examples.

[Total 25 marks]

SECTION B – Answer any THREE questions from this section

Question 2

In relation to strategy, explain what is meant by the following terms: resources, capabilities and competences. Include in your answer a critical evaluation of how an organisation might perform an internal resource and capabilities analysis.

[Total 25 marks]

Question 3

Who are organisation stakeholders? When formulating its strategy, how might an organisation recognize, prioritize and address stakeholder needs.

[Total 25 marks]

Question 4

Explain the differences between vertical integration and horizontal integration. Discuss when it might make sense to horizontally integrate. Include in your answer a critical discussion of the alternatives to horizontal integration.

[Total 25 marks]

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Question 5

Explain Porter's five forces model and discuss its application in the context of the Electric Vehicles (EV) industry.

[Total 25 marks]

END OF QUESTIONS

PAST EXAMINATION